Project Name:	Department of Energy BMIS-FM
Project Number:	BMIS-FM Phase I
DOE Proj Mgr:	Michael Fraser
IBM Proj Mgr:	Don A. Cox, PMP

PROJECT TEAM CHARTER for

Department of Energy BMIS-FM Project

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Approvals

The following people have approved this document. (Sign below name)

Name	Function
Michael Fraser	DOE Program Manager
Signature	**Date:**

Don A. Cox	Team IBM Program Manager
Signature:	**Date:**

Distribution

This document has been distributed to:

Name	Function

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Project Team Charter

Purpose of the Project Team

To design, implement and maintain a modern, comprehensive and responsive core financial management system. To ensure support of a Department-wide integrating vision of systems that will bridge the Department's business processes, including planning, budgeting, finance and accounting, procurement and financial assistance, human resources, asset management and logistics. To provide an integrated solution that meets the requirements described in the Statement of Work and the BMIS-FM System Specification.

Objectives of the Project Team

The project team will accomplish the following objectives:

- ?? Maintain project budget and schedule
- ?? Ensure all project objectives and metrics are met
- ?? Ensure that functional and technical specifications are met
- ?? Maintain sound project management and change control
- ?? Achieve knowledge transfer between DOE and IBM team members
- ?? Ensure user and other stakeholder involvement in and acceptance of the project

Timeframe

The project team will maintain its charter through the life of the project. The Prepare Phase is scheduled to end November 16, 2000. The Focus Phase is planned to terminate March 30, 2001. The Design Phase will end September 14, 2001 and the Congifure Phase will end February 15, 2002.

The Deploy Phases for CAP, ALO, and ORO are scheduled to finish April 12, July 29, and October 28, 2002, respectively. The team charter may continue in full force and effect if DOE selects the optional performance objectives.

Primary Project Team Location

The project team will be co-located throughout the various sites of DOE. The primary team location will be in Germantown at both 19901 Germantown Road and at 20300 Century Boulevard.

Executive Sponsor

Department of Energy's Chief Financial Officer Michael Telson is the executive sponsor for the BMIS-FM project. Nancy Tomford, Acting Chief Information Officer, is the co-sponsor.

Standard Operating Procedures

The project team will observe certain protocols for conducting its day-to-day activities. Some of these procedures are described in greater detail in supporting project management documents maintained in the project library (when applicable, the supporting document will be referenced below).

Rules of conduct

The project team members are expected to follow the following general rules of conduct during all project activities and every interaction with other team members:

?? Be prepared for every meeting;

?? Practice effective time management; honor time limits and schedules;

?? Participate actively in every team activity;

?? Accept your share of assignments; complete assignments on time;

?? Discuss issues freely, compromise, and consider DOE-wide tradeoffs;

?? Communicate problems immediately;

?? For every problem you identify; bring two solutions;

?? Be open to new ideas; do not pre-judge;

?? Avoid premature decisions (rush to judgement) without considering alternatives;

?? Listen carefully and ask for clarification;

?? Be open to feedback provided to you and deliver feedback constructively;

?? Adhere to basic conversational courtesies;

?? Be loyal to and publicly support project decisions;

?? Resolve conflict professionally;

?? Find solutions that are based on group consensus or that are in the best interest of DOE;

?? Be respective of others' views, feelings, and sensitivities;

?? Be open and honest;

?? Do not retribute or blame others; and

?? Keep all discussions confidential until appropriate for public dissemination

Meeting protocols

The project team will follow several standard protocols when scheduling and conducting all project-related meetings. These standards are more fully defined in the Project Communications Management Plan found in the project library.

?? Team members will schedule all meetings through project administrator Mary Jane Disney, who can be reached at (301) 903-2104 or 2107. Mary Jane will specify the meeting on the appropriate participants' calendars and the project calendar, schedule the room, and provide notification of the meeting time and location to all attendees.

?? The meeting originator is responsible for ensuring that the necessary supplies are available (projector, flipchart, etc).

?? The meeting originator is responsible for preparing an agenda for the meeting.

?? Meeting attendees will be given as much notice as possible about the meeting.

?? As appropriate, the meeting originator will distribute meeting materials as far in advance as possible, at a minimum, distributing such materials at least one day prior to the meeting.

?? If a given meeting addresses issues like changes to working conditions, the Unions will be notified in advance with a copy of the agenda.

Team member presence in Germantown project office

Recognizing that the BMIS-FM project team members are dispersed throughout the country, this team charter establishes general parameters for maintaining an effective virtual team.

✍✍Full-time Project Team Members Located in Germantown:

?? As a general rule, most of the full-time project team members working at DOE's Germantown facility will be working out of the Germantown project office at 20300 Century Boulevard. However, space constraints may require that some project team members continue to work at the Germantown facility.

✍✍Full-time Project Team Members Located in the Field:

?? Team members from other sites in the complex will generally be expected to work at the project offices in Germantown approximately two weeks per month. Timing and duration of trips to Germantown will be negotiated between the co-team leads and the project managers.

✍✍Part-time Project Team Members Located in Germantown:

?? Generally, part-time team members will continue to work out of their regularly assigned office in Germantown and will meet at the Germantown

project office as required by the current project activities. The respective team lead will provide each part-time team member with the schedule and location of work activities as far in advance as possible.

✍✍Part-time Project Team Members Located in the Field:

?? Depending on the phase of the project and the specific team assignment, part-time team members may be required to travel to the Germantown project office. The project managers do not anticipate that any team member will spend more than two weeks per month in Germantown. The respective team lead will provide each part-time team member with the schedule and location of work activities as far in advance as possible.

Virtual team tools and techniques

To the maximum extent possible, the team will utilize virtual team tools and techniques in an effort to reduce travel costs. We will emphasize use of technologies, training (technology and team dynamics), communications protocols, and face-to-face meetings when feasible.

We will utilize available technologies such as e-mail, telephone conferencing, and videoconferencing. In addition, we will use email and the BMIS-FM Intranet site to facilitate the sharing of information and project documentation, and to help ensure that each member has access to the latest and best information.

The team will provide training on the use of such virtual tools and techniques for those members who express unfamiliarity or limited proficiency with the technology.

Communications protocol

In general, the project will maintain an open and inclusive communication strategy based on sharing of information. However, to ensure proper integration and coordination of team activities, team members should utilize the chain of command (i.e., team leaders then project managers) for raising issues and disseminating information.

Internal project communications protocols will help ensure timely and effective two-way communications:

?? Utilize proactive, timely, and cost-effective communication to all project team members throughout the project lifecycle.

?? Maximize use of existing delivery channels.

?? Leverage technologies such as videoconferencing, email, and the Internet.

?? Encourage and foster opportunities for participation and feedback.

?? Utilize repetition.

The BMIS-FM Project Communication Plan describes the specific communication events and their respective timing.

Documentation of results and decisions

All project-related results and decisions will be documented and maintained in the appropriate hard and soft-copy project files and databases. At each meeting, the meeting facilitator will designate an individual to record the results and decisions made for inclusion in the appropriate hard and soft-copy project files and databases. As appropriate, meeting attendees will be asked to review the documentation for accuracy and concurrence.

Escalation and resolution of issues

The project team expects that issues will arise on this project requiring intervention by senior project management. In these cases, team members will initiate the following procedures:

?? The individual raising the issue should articulate the matter, supplementing it with at least two solutions, to the respective team lead, who will then present the issue to the project managers.

?? The project managers will raise the issue to the appropriate levels in their respective organizations (either DOE or IBM) and seek a resolution to the issue.

?? The project managers will be responsible for providing a response, or status if the issue has not been resolved, to both the team lead and the initiating individual within one week.

?? If the issue involves the team lead, the individual should discuss the issue first with the team lead then present the issue and solutions to the project managers.

?? If the individual is not satisfied with the project managers' response, he or she may then raise the issue and proposed solutions to the project executives: Warren Huffer, Director of Corporate Financial Systems for DOE, or Gary Meyer, Project Executive for IBM. A team member should only raise an issue to these individuals only after receiving the response from the project managers and informing the project managers that he or she is going to take this step.

Roles and Responsibilities (IBM and DOE, and individual team roles)

BMIS-FM Project Management

Project Management is responsible for ensuring that the project goals are satisfied through the formulation, development, implementation, and delivery of solutions. This role is responsible for the overall project plan, budget structure, schedule, and staffing requirements. The incumbents are required to manage the efforts of

Team IBM and DOE employees as well as third-party vendors to assure that an integrated solution is provided to meet project requirements.

BMIS Steering Committee

The Steering Committee is the advisory body of the project. Its ongoing role is to conduct policy guidance over the life cycle of the project.

Change Control Board

The Change Control Board oversees and approves any proposed functional changes. This is covered in more detail in the change management subsidiary documents of the project plan. (Changes to project plan, schedule and project budget will be reviewed and approved by Michael Fraser, DOE Project Manager.)

Independent Verification and Validation Testing (IV&V)

IV &V Testing, an independent group fully supported by the Project Team, will review system implementation and make recommendations, after users acceptance testing is complete.

Site Deployment Managers

The Project Team includes four Site Deployment Managers, one for each Service Center and one for CR-40. Their roles and responsibilities include the general oversight and coordination of all activities associated with deployment of the BMIS-FM project at each Service Center. This includes ensuring all personnel have received appropriate training and site specifications have been met.

IT Infrastructure

The IT Infrastructure role is critical to the success of the BMIS-FM project. Implementation of Oracle Federal Financials will require multiple database instances on a number of computers, with varying level of system monitoring, required up-time, backup and restoration support. Roles and responsibilities include:

?? Initial planning, configuring and setting up of the hardware platform(s), including capacity and performance planning.

?? Allocating database space and storage requirements, with ongoing assessments of future disk space requirements.

?? Understanding of the hardware requirement for the database and Oracle Web servers.

?? Installing and maintaining the Oracle database and tools, including startup and shutdown of databases, backup and recovery, monitoring and optimizing database performance.

- Installing and maintaining (applying patches as necessary) the Oracle Applications.
- Establishing the backup and restore policies and procedures, and ensuring that the data is backed up as required.
- Configuring and establishing the Oracle control files, rollback segments, and online redo logs.
- Implementing and administering the Oracle SQL*Net software.
- Monitoring and addressing disk fragmentation, and allocating additional storage as required.
- Transitioning from a set up to an initial operations to a long-term procedural and productive environment.
- Controlling database security and end-user access.
- Implementing firewall and security procedures.

System Interfaces

This team will create, map and test the procedures to upload Legacy data to the Oracle financials, using the EDMS tool. This team is responsible for data edit checks and validation based on parameters set during the configuration of the system.

- Identify new interfaces
- Plan for transition from Legacy system to Oracle financials
- Outreach to other stakeholders with Legacy systems.
- Coordinate the development of extensions and customizations if required.
- Coordinate the development of interfaces for legacy systems to Oracle Applications.
- Coordinate the development of conversion modules for legacy data to Oracle data entities.

Design/Configure

- **Role: Oracle Applications Design/Implementation/Testing.** The Oracle Applications Design/Implementation role manages the design, development, and implementation of systems solutions for the BMIS-FM project.
  - Developing an initial applications analysis, design and implementation strategy document outlining the high-level steps to be taken, milestones and deliverables.

- Coordinating the efforts of the interviewing team, analyzing business processes, selecting configuration parameters and designing the proposed package solution.
- Coordinating the conference room pilots to verify the proposed solution design, analyzing and assessing the results of the pilot activities, revising and documenting modifications as necessary.
- Ensuring the technical accuracy and comprehensiveness of the integrated systems design.

- **Role: Applications.** The Applications role will be filled with experienced functional resources with an in-depth knowledge of at least one Oracle Application module, and a general knowledge of one or more other Oracle Application's modules. Those who are not Oracle experts will be trained. The modules in use at this site will include Oracle General Ledger, Accounts Payable, Accounts Receivable, Project Accounting, Purchasing and Fixed Assets. Roles and responsibilities include:
  - Understanding of the scope of the project and specific deliverables required to fulfill the terms of the engagement, as identified by the Oracle Applications Design / Implementation Lead.
  - Becoming familiar rapidly with the client's systems, business processes, organization structure, functions.
  - Interviewing DOE staffers, analyzing current system functionality and processes, and comparing the results with the Oracle Applications to determine degree of fit and function.
  - Developing functional design specifications based on approved proposed design solutions.
  - Identifying Oracle configuration and setup parameters for an optimal solution design in preparation for conference room pilot(s).
  - Understanding key integration issues with other software applications as necessary.
  - Understanding of the organization's security and audit requirements.
- **Role: Technical.** The technical segment is filled with experienced technical resources with a background in implementing Oracle Federal Financials. They will have a solid understanding of the Oracle Relational Database Management System (RDBMS), Oracle based development tools (EDMS, PL/SQL, SQL*Plus), SQL*Loader and operating system specific networking and scripting tools as necessary. Roles and responsibilities include:

- Understanding of the scope of the project and specific deliverables required to fulfill the terms of the engagement, as identified by the Oracle Applications Design / Implementation Lead.
- Translating functional design specifications into technical design specifications for review and approval by the appropriate authority.
- Developing programs, modules, extensions, procedures, triggers, alerts, or other code objects as necessary to fulfill the purpose and intent of the technical design specifications.
- Unit testing of developed code objects to ensure that technical design specifications are met.
- Staging of developed code objects through configuration and change management policies and procedures as necessary.
- Coordinating any changes or activities required of the Oracle Applications DBA and associated with developed code objects.
- Understanding of the organization's security and audit requirements.

Implementation

- **Role: Training.** The training segment is responsible for ensuring that the customer's training needs are appropriately assessed and addressed.
  - Development of an initial training strategy document outlining the high-level steps to be taken, milestones and deliverables.
  - Initial training for individuals joining the project (on-boarding) to accelerate their learning curve, diminishing the time it takes to become productive.
  - Training for the end-users on the project team in the 'vanilla' version of the software to facilitate their ability to analyze and suggest configuration options.
  - Assessment of skills, experience and responsibilities of eventual end-users of the software to identify specific training requirements.
  - Development of customized course content based on configuration options selected during the design phase.
  - Selection of appropriate course content delivery methods, including estimation and acquisition of appropriate resources to develop the approved solutions.
  - Development of customized course content for technical and end-user support resources that will ultimately support the delivered system.

- ?? Schedule and deliver course content to targeted individuals and groups.
- ?? Based on the Scope of Work, collect and evaluate metrics for delivery of course content to ensure that individuals are adequately trained, delivery methods are efficient and efficacious, and course content is appropriate.

?? **Role: Testing.** The test segment has overall responsibility for developing and communicating the comprehensive, leveled project testing strategy, coordinating development and fitness of purpose of test plans by project teams, and establishing test schedules.

- ?? Development of an initial testing strategy document outlining the high-level steps to be taken, milestones and deliverables.
- ?? Verification that testing standards are developed for assigned testing levels (unit, link, integration, system, acceptance, regression, IV&V, etc.).
- ?? Verification that testing standards are developed for system stress and performance testing.
- ?? Substantiation that testing standards incorporate necessary documentation for identifying, at a minimum, test script(s), expected results, actual results, corrective actions and re-testing or rework requirements.
- ?? Coordination of support for independent verification and validation processes (IV&V) planned upon successful completion of the User Acceptance Test.

?? **Role: Quality Assurance.** The Quality Assurance segment has overall responsibility for developing and communicating the quality management plan.

- ?? Documenting operational terms and definitions.
- ?? Developing quantifiable metrics for measuring project and product performance.
- ?? Establishing methods and processes for collecting the results of measurements.
- ?? Ensuring that quality standards are applied as defined in the quality management plans.
- ?? Ensuring that the results of quality measurements are analyzed, and corrective actions taken as necessary.
- ?? Coordinating QA/QC review and signoff processes as scheduled activities on the project plan.
- ?? Coordinating scope verification review and signoff processes as scheduled activities on the project plan.

- **Role: Organizational Change Management.** The Organizational Change Management segment formulates enterprise-wide change management and communication strategies. The incumbents work with customers to help them conceptualize ways to affect organizational transformation in support of the BMIS-FM ERP information technology solution.
  - Develop an initial organizational change management strategy document outlining the high-level steps to be taken, milestones and deliverables.
  - Conduct an Organizational Change Readiness (OCR) Assessment. This tool provides the framework for understanding an organization and the building blocks for planning and managing organizational change.
  - Develop a plan or 'roadmap' of actions that will smooth the transition to the new system and assist the DOE organization, employees and project stakeholders effectively accept and use the new system.
  - Develop a comprehensive communications strategy and plan, to support two-way communication, which carefully support the geographic and organizational diversity of DOE stakeholders. The plan is essential in communicating progress using appropriate media (i.e. broadcast e-mail, website, newsletter, video broadcasting, etc.).
- **Role: Business Process Reengineering.** The BPR segment identifies opportunities for business process improvement, translating findings into written actionable recommendations for design of business processes and for integration of the business and information solutions within the BMIS-FM environment. Since this is a COTS package implementation, the focus will be on minimizing or eliminating customization by aligning business practices, processes and functions with the software application as designed. The flexibility and customizable configuration of the software support this strategy by allowing the users a wide range of configuration options based on industry recognized best practices. The overriding perspective for the BPR team is to ensure that DOE continues to maintain a clean audit report.
  - Ensure audit trail/compliance with federal financial requirements.
  - Review and assess suggested alternatives for meeting gaps as the functional analysts complete analysis and mapping of current business processes, sub-processes, and actions to the Oracle Applications.
  - Review financial processes in the proposed system to ensure that, within the constraints imposed by the COTS system, the project team implements best practices.
  - Provide oversight of the proposed design of the accounting flex-field structure to ensure that the design will meet federal financial requirements as well as DOE specific functional requirements.